

U.S. Department of Commerce
Senior Executive Service (SES) Performance Agreement

Executives in the Department of Commerce are accountable for supporting the Department's mission to promote job creation and improved living standards for all Americans by creating an infrastructure that promotes economic growth, technological competitiveness, and sustainable development. The Department's strategic goals are as follows:

- 1) Provide the information and the framework to enable the economy to operate efficiently and equitably.
- 2) Provide the infrastructure for innovation to enhance American competitiveness.
- 3) Observe and manage the Earth's environment to promote sustainable growth.
- 4) Management Integration Goal: Strengthen management at all levels.

Appraisal Period: *October 1, 2005 – September 30, 2006*

SSN:

Name:

Position Title:

ES and Series:

Organization: *DoC/NOAA/*

NOTE: *Accomplishment of the following responsibilities is not the sole applicable measurement - it is how well the Executive has achieved these assignments that drives the ratings for these performance elements.*

NOAA Executives are held accountable for supporting the mission of the organization. NOAA's mission is to understand and predict changes in Earth's environment and conserve and manage coastal and marine resources to meet our Nation's economic, social, and environmental needs. NOAA's strategic plan is the response to the challenges for the next five years and beyond, setting the framework to build NOAA's capacity to address new priorities and realize its objectives. NOAA's strategic goals are defined as:

- Protect, restore and manage the use of coastal and ocean resources through an ecosystem approach to management.
- Understand climate variability and change to enhance society's ability to plan and respond.
- Serve society's needs for weather and water information.
- Support the Nation's commerce with information for safe, efficient, and environmentally sound transportation.
- Provide critical support to NOAA's mission

In addition, NOAA has identified five cross-cutting priorities as essential areas of growth for the future. These cross-cutting priorities describe the programmatic and managerial underpinnings that facilitate NOAA's delivery of services and enable effective operations. NOAA's cross-cutting priorities are as follows.

1. Developing, Valuing, and Sustaining a World-Class Workforce
2. Integrated Global Environmental Observation and Data Management
3. Ensuring Sound, State of the Art Research
4. Promoting Environmental Literacy
5. Exercising International Leadership

These goals are reflected in the critical elements defined below.

Part I: Critical Performance Expectations

A. Responsibilities - All Department of Commerce executives share certain critical elements that deal with how they perform their job. Set forth below, these responsibilities reflect the core values of the Department – what is important to us as an organization – and they are shared by all Department of Commerce executives and managers. These elements guide the various actions that the incumbent commits to and should be given equal weight in the summary narrative and evaluation. The incumbent and immediate supervisor jointly review these responsibilities to ensure mutual understanding.

CRITICAL ELEMENT 1: Leadership/ Management (30%)

Demonstrates integrity, sound judgment, and the highest ethical standards of public service. Successfully leads organizational change. Addresses programmatic and organizational changes as necessary. Effectively develops and executes plans to accomplish strategic goals and organizational objectives, setting clear priorities and acquiring, organizing, and leveraging available resources (human, financial, budget, etc.) and succession planning to ensure timely delivery of high quality services and products in compliance with applicable laws, regulations, and policies. Ensures that the highest level of organizational goals and results cascade downward in the organization so that at the individual level, all activities are in alignment with the highest level of successfully defined organizational outcomes. Motivates employees to achieve high performance by facilitating a positive workplace that fosters innovation and initiative, open and honest communication, and teamwork among employees and peers. Effectively manages employee performance, addresses conduct issues early as appropriate and recognizes high performance. Ensures that, to the extent possible, employees have the tools and training to do their jobs. Promotes cooperation, flexibility and teamwork among employees. Provides continuous, constructive feedback to employees concerning individual and group performance including timely evaluations of performance. Coaches and develops employees to realize their full potential as members of the Department.

Presidents Management Agenda - Achieves the objectives established by the President, the Secretary, the Deputy Secretary, and senior management. Articulates the organization's vision, effectively communicates the Department's mission, core values, and strategic goals to employees and other stakeholders, and engages them in developing objectives and individual performance plans that contribute to those goals (i.e., President's Management Agenda, mission of the organization) with a focus on results. Supports the Department by providing responsive, timely, and accurate work products and information as requested by Department management. Suggests innovative approaches to knowledge management that improves communication across organizational lines. Prioritizes professional and technical currency on relevant and timely issues impacting Commerce. Fosters a learning organization throughout Commerce that encourages cooperation and collaboration among offices and bureaus. Ensures that the strategic planning process is meaningful and relevant to the organization, including the completion of Government Performance and Results Act (GPRA) activities. Assures financial reporting and budget activities are on-track, accurate and timely.

Safety and Security – Fosters a safe work environment for all employees with an on-going focus on safety and health issues. Ensures continuity of operations by providing timely and relevant input to the Continuity of Operations Plan (COOP) as requested. Ensures that relevant aspects of the COOP are operational and logistically feasible. Ensures that the COOP is timely communicated to key personnel. Educates employees on health and safety issues, including preventative measures that can be taken to ensure a healthy work environment. Monitors the outcomes of health indicators (e.g., sick leave usage, attitude survey results, turnover, accidental rates). Ensures that the work environment is safe and that any unsafe conditions are addressed in an expedient manner. Addresses environmental issues (e.g., work space, ergonomic furniture, asbestos, air filtering systems). Ensures that employees are aware of what to do in an emergency situation. Promotes health unit activities and gives employees the opportunity to participate freely.

Diversity – Effectively considers and actively supports equal opportunity (EO) and diversity principles in all aspects of program and human resources decisions and in compliance with merit systems principles. Where given the opportunity, increases the qualified employment of under represented groups of minorities and employees with disabilities. Participates in outreach activities such as creating partnerships with and recruiting from minority-serving institutions; "adopting" schools and mentoring students; participating in "internship" programs; and employing "co-op" students. Strives to resolve employee grievances and allegations of discrimination at the lowest organizational level. Cooperates fully in the investigation and fact-finding processes of investigations.

Mission Goal(s)

-
-

Leadership/Management Outcomes

-
-
-

Leadership/Management Objectives

-
-
-
-

Leadership/Management Measures/Milestones

-
-
-
-

Rating on Element 1 - Leadership/Management

- ☐ Outstanding
- ☐ Commendable
- ☐ Fully Successful
- ☐ Minimally Acceptable
- ☐ Unsatisfactory

CRITICAL ELEMENT 2: Customer/Client Service Responsiveness (20%)

Ensures a high degree of responsiveness to organizational leadership, the public, and internal and external customers (i.e., external contacts, staff, bureaus, Department, customer agencies, private citizens). Continually reviews and monitors organizational performance. Consults, collaborates, and builds partnerships with agencies and other stakeholders, and takes decisive action, in accordance with law, regulation, and Department policy. Continuously seeks to improve business processes, sharing those efforts with other units to better overall Department performance.

Demonstrates the importance of customer and stakeholder satisfaction in successfully accomplishing the Department's mission. Demonstrates the importance of customer focus as a critical component of the Department's mission. Listens to customers, systematically gathering their feedback, actively seeking to identify their needs and expectations, and effectively communicating those needs and expectations to employees. Ensures that employees do the same, and they are prompt, professional, fair and responsible to the circumstances of individual customers, to the extent permitted by law and regulation. Continuously evaluates organizational performance from a customer's point of view.

Mission Goal(s)

-
-

Customer/Client Service Responsiveness Outcomes

-
-
-

Customer/Client Service Objectives

-
-
-
-

Customer/Client Service Measures/Milestones

-
-
-
-
-

Rating on Element 2 - Customer/Client Service Responsiveness

- ☐ Outstanding
- ☐ Commendable
- ☐ Fully Successful
- ☐ Minimally Acceptable
- ☐ Unsatisfactory

CRITICAL ELEMENT 3: NOAA Critical Performance Expectation–Support of Corporate NOAA (40%)

Works to ensure the effectiveness of NOAA’s Planning, Programming, Budgeting and Execution System (PPBES) for all of NOAA’s goal and program structure. Actively participates in developing NOAA’s Strategic Plan and Annual Guidance Memo. Supports the development of NOAA’s Program by determining the optimal use of resources including promoting the redirection of existing resources to meet new program needs. Assists in the development of requests for resources to support new and existing activities throughout NOAA’s annual budget cycle. Develops line office and program annual operating plans to support attainment of NOAA’s annual performance goals. Manages organizational resources to ensure they are effectively deployed to achieve the milestones identified in the annual operating plans and takes other steps as necessary to achieve the maximum effectiveness of NOAA’s program execution. Carefully tracks performance to document achievement of NOAA’s performance goals.

Promotes and requires teamwork with other NOAA line and staff offices and components and provides strong support for NOAA’s goal team leads, program managers, and others involved in the PPBES process. Adheres to NOAA policies concerning Congressional, DOC, OMB, EOP and other communications outside NOAA. Analyzes the organization to identify key relationships that should be initiated or improved to further the attainment of NOAA’s goals. Develops and implements programs with educational institutions, including Minority Serving Institutions, to enhance outreach and education in NOAA-related areas. Monitors and evaluates partnerships for the attainment of NOAA’s goals. Builds strong alliances, involving stakeholders in making decisions, and gaining cooperation to achieve mutually satisfying solutions. Initiates actions and manages risks to develop new products and services within or outside the organization. Shares innovations with others.

Improves the management of NOAA through the timely and effective execution of annual budget appropriations, including FTE ceilings and other OMB, Department and NOAA policies, including policies on IT management and security, budget execution and formulation, etc. Completes actions necessary to eliminate material weaknesses and supports achievement of an unqualified NOAA audit (e.g. unreconciled property, etc.). Meets grant and procurement requirement schedules and pursues every reasonable opportunity to utilize small and disadvantaged businesses when considering procurement alternatives. At a minimum, sets aside 1.5% of personnel and compensation (i.e., salaries and benefits) to support employee career development and training opportunities.

Mission Goal(s)

-
-

Support of Corporate NOAA Outcomes

-
-
-

Support of Corporate NOAA Objectives

-
-
-
-

Support of Corporate NOAA Measures/Milestones

-
-
-

Rating on Element 3 - Support of Corporate NOAA

- ☐ Outstanding
- ☐ Commendable
- ☐ Fully Successful
- ☐ Minimally Acceptable
- ☐ Unsatisfactory

CRITICAL ELEMENT 4: NOAA Critical Performance Expectation–Executive Development and Communication (10%)

Participating in NOAA/Commerce Executive Development Training Programs, seminars, or continuing education. Participates in professional organizations, conferences, etc.

Clearly conveys and receives information and ideas through a variety of media to individuals or groups in a manner that engages the audience, helps them understand and retain the message, and permits response and feedback from the audience. Organizes and presents ideas effectively for formal and spontaneous presentations. Prepares concise and logical written materials. Keeps affected parties informed on issues.

Mission Goals

-
-

Executive Development & Communication Outcomes

-
-

Executive Development & Communication Objectives

-
-
-

Executive Development & Communication Measures/Milestones

-
-
-
-
-

Rating on Element 4 - Executive Development & Communication

- ☐ Outstanding
- ☐ Commendable
- ☐ Fully Successful
- ☐ Minimally Acceptable
- ☐ Unsatisfactory